



STATE OF WASHINGTON  
DEPARTMENT OF COMMUNITY,  
TRADE AND ECONOMIC DEVELOPMENT

*The Department of Community, Trade and Economic Development's (CTED) mission is to invest in Washington's communities, businesses and families to build a healthy and prosperous future.*

## **Agency GMAP - CTED Experience**

### Philosophy

- Jump in with both feet - learn as we go

### Logistics

- All divisions including administration
- 2 hours quarterly – 2 divisions per month
- Developed suggested template

### Preparation

- Varying degrees of sophistication/experience with use performance measures; we have a number of partners to coordinate
- Limited historical information for trends
- Used a consultant to train in logic model... aligned framework with strategic plan and budget activities
- Divisions working on division level logic models and performance measures
- Visited other agency sessions, Leadership Conference, Governor's Office assistance, etc.

### Staffing

- Lead position in the Director's Office (additional assignment) – leadership, coordination, follow-up
- Varying division resources

### Lessons learned

- Tool to accomplish a number of important leadership objectives,... managers are positive/enthusiastic
  - Executive level attention and understanding
  - Collaboration among colleagues
  - Concentrated effort on defining, measuring and communicating results
- Method to identify cross-program issues; creates opportunity for an enterprise-wide discussion/solutions
- Places value on a new set of skills around data management/reporting and clear communication
- View this is transformational, not just a new initiative
- Each piece of data generates a long discussion - leave time

August 4, 2005